

Examining the Relationships among Servant Leadership, Organizational Commitment, and Job Satisfaction within Government Organizations in Cambodia

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Abstract

Although servant leadership (SELE) has been understudied, especially in the public sector, it has been a popular topic in contemporary leadership theories and has been linked to outcomes like job satisfaction (JOSA) and organizational commitment (ORCO). Given its importance, this study was to ascertain if official JOSA and ORCO were predicted by government official perceptions of SELE, and whether ORCO moderated the relationship between SELE and JOSA. This study used a correlational research design. A structured questionnaire was used to gather data from 184 government officials from various departments, both in leadership and non-leadership roles. The Servant Leadership Seven, the Organizational Commitment Questionnaire, and the Abridged Job Descriptive Index were among the online surveys used to gather data for the study. Multiple regression to examine moderation effects, an independent-samples t-test, and Pearson correlations were among the statistical methods used. The findings showed a correlation between higher levels of ORCO and JOSA among government officials and higher perceptions of SELE. There was a significant positive correlation found between department leader JOSA, top management, and SELE, indicating that SELE is linked to government official attitudes at several organizational levels. The results also revealed that managerial self-ratings of SELE differed significantly from non-managerial ratings, with leaders giving their leadership behaviors higher ratings than officials. While organizational commitment and servant leadership both strongly predicted job satisfaction, the moderation analysis revealed that ORCO did not moderate the connection between SELE and JOSA. The findings imply that staff morale and institutional loyalty are positively impacted by SELE. The results emphasize how crucial SELE is in influencing official attitudes in government organization settings and imply that its beneficial effects hold true for all government official roles.

Keywords: Servant Leadership, Organizational Commitment, Job Satisfaction, Government Organizations

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1. Introduction

With artificial intelligence acknowledged as a key facilitator for realizing its national development strategy, Cambodia is at a critical technological and economic crossroads. The country is pursuing a structural transformation towards a higher-value, knowledge-based, and innovation-driven economy under the direction of the Pentagonal Strategy, the Science, Technology & Innovation Roadmap 2030, the Cambodia Digital Economy and Society Policy Framework 2021-2035, and the National Research Agenda 2025 (United Nations, 2025). At this critical juncture, Cambodia is actively moving toward an innovation-driven, knowledge-based economy. According to the World Bank classification, the nation's economy has grown remarkably over the last 20 years, averaging about 7% annually, which allowed it to move from the low-income group to the lower-middle income group in 2015. The United Nations General Assembly passed resolution 79/230 in 2024, approving Cambodia's removal from the Least Developed Country (LDC) category, which will go into effect in 2029 (United Nations General Assembly, 2024).

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The country's long-term development objective of becoming a high-income nation by 2050 (Royal Government of Cambodia) similarly expresses this aspiration. Over the past few decades, the nation's human development outcomes have improved significantly. For example, between 1990 and 2023, Cambodia's Human Development Index (HDI) increased by more than 60% (from 0.368 to 0.606), placing the nation in the medium human development category. This puts it roughly on par with the medium-development group average, but it is still below the Asia-Pacific regional average (United Nations Development Programme, 2025). By virtue of its importance, there is an increasing need to investigate methods that will help address these issues and guarantee a more engaged, contented, and dedicated staff because leadership plays a crucial part in determining workplace morale and retention.

According to several studies (Agusta & Azmy, 2023; Boone, 2023; Canavesi & Minelli, 2021a, 2021b; Eva et al., 2019; Ragnarsson et al., 2018; Vrcelj et al., 2022), servant leaders prioritize the growth, development, and well-being of their staff. Numerous facets of the society and workplace can be greatly impacted by the leadership style (Greenleaf, 1970, 1977). Since people work for one-third of their lives (Bureau of Labor Statistics, 2024), workplaces can help bring about change by promoting staff's competence, autonomy, and sense of belonging (Eve et al., 2019; Liden et al., 2015; McAnally & Hagger, 2024). In the context of Cambodian government organizations, this study intends to investigate the correlations between servant leadership (SELE) and job satisfaction (JOSA), as well as how organizational commitment (ORCO) modifies those interactions. Additionally, the study intends to close research gaps regarding the limited investigation of servant leadership in the public sector and other organizational settings (Garcia et al., 2025; Granello, 2024; Kumar, 2024), the need for empirical support for compassionate leadership, which Ramachandran et al. (2023) identified as a crucial workplace attribute, and the need for a deeper understanding of how servant leadership shapes government officials' job satisfaction and organizational commitment. If government organization servant leaders put their followers' growth and well-being first, empowerment will support followers' success, which will ultimately help the organization succeed and spread optimism throughout the community.

Strong moral and ethical principles serve as the cornerstone of SELE since they are enduring (Henning, 2020; Peiris & Ulluwishewa, 2022). The concept of SELE can be traced back to China during the development of Confucian philosophy in antiquity and other nations (Qiu & Dooley, 2019). Serving others to meet their needs is still the top goal for servant leaders in the present day (Canavesi & Minelli, 2021a, 2021b; Eva et al., 2019; Green, 2023; Greenleaf, 1970, 1977). During his illustrious 38-year career with AT & T, Greenleaf held the position of Director of Management Development. He created the first corporate assessment center in history, which was a major advancement in organizational and industrial leadership development. According to the Center for Servant Leadership, Greenleaf maintained that leaders of successful companies put the needs of their team members and the company ahead of their own, serving as supporting coaches. Robert Greenleaf developed a second career as a writer, consultant, and educator after leaving AT&T in 1964. His theories still influence management practice today, particularly through the Center for Servant Leadership's ongoing initiatives.

By inspiring their team, servant leaders foster organizational commitment and job happiness (Agusta & Azmy, 2023). Greenleaf (1904-1990) played a significant role in the creation of the servant leadership theory (SELE-T), which rose to prominence in the 1970s (Greenleaf, 1970, 1977; Smith, 2005). As a management and organizational development researcher, Greenleaf made it a priority in his life to better understand how to enhance a society through elements that embody a servant leadership style, starting from the workplace (Greenleaf, 1970; Greenleaf, 1977; Smith, 2005). According to Reed et al. (2011), Greenleaf thought that establishing organizational and institutional capacity to serve was the responsibility of senior leaders. Serving followers at the center of leadership responsibilities is the focus of servant leadership (Agusta & Azmy, 2023; Greenleaf, 1977). Employee commitment and motivation are positively impacted by effective SELE (Elsied et al., 2021). The study variables, servant leadership, job satisfaction, and organizational commitment, as well as an explanation of their operationalization are described in the section that follows in order to put these insights into testable words.

On paper, toxic or destructive leaders may seem effective, but they frequently contaminate their surroundings on a daily basis (Wolor et al., 2022). Employees naturally expect to leaders to make sense of complicated, uncertain situations and make wise decisions; when leaders fail, uncertainty and stress increase (Hallo et al., 2020). According to a thorough long-term review, employees who experience harmful leadership consistently suffer over time: they perform less by going above and beyond, engage in helpful behavior (organizational citizenship behavior), act out more, withdraw from work, feel less committed and satisfied, and report more burnout and plans to quit (Li et al., 2024). Additionally, it revealed a two-way pattern: when workplaces become unhealthy, employees' bad behaviors are more likely to result in subsequent destructive leadership than the other way around, starting a vicious cycle (Li et al., 2024).

The results are consistent with research showing that a leader's daily behavior has a significant impact on stress and morale. Employees experience stress when their leaders act inconsistently, communicate poorly, or fail to provide support. This stress can negatively impact their health, affect their personal lives, increase absenteeism, and increase the likelihood that they will resign (Jacobs, 2019). Certain detrimental behaviors, such as intimidation, neglect, self-centeredness, and excessive pressure, undermine performance and well-being and frequently coexist with other unethical behaviors (Almeida et al., 2021). When staff believe that management is listening to them and supporting them, they are less likely to quit (Yarbrough et al., 2024). Furthermore, according to Canavesi & Minelli (2021a, 2021b), businesses that practice SELE—such as emphasizing empowerment and care—show better JOSA and attitudes that support staff retention. In addition to lowering JOSA and ORCO, destructive leadership also increases staff's intentions to resign and the associated withdrawal effects (Schyns & Schilling, 2013).

By improving JOSA, ORCO, and employee well-being (Hassan et al., 2023), SELE has a substantial impact on workplace dynamics (Vrcelj et al., 2022). According to Agusta and Azmy (2023) and Canavesi and Minelli (2021a, 2021b), this leadership approach emphasizes empowering followers, building trust, coordinating workers with organization objectives, and boosting motivation and JOSA. A supportive, compassionate work environment as well as increased employee resilience and engagement are all associated with SELE (Canavesi & Minelli, 2021a, 2021b; Eva et al., 2019; Lin et al., 2024). Unlike destructive leadership, SELE emphasizes community building, ethical behavior, and people's development (Almeida et al., 2021). Based on Greenleaf's concept, the servant leadership paradigm highlights the favorable connections between productivity, employee engagement, and organizational success (Al-Odayani & Bakhit, 2024; Greenleaf, 1977). According to Maslow's hierarchy, motivation, satisfaction, and organizational commitment all increase when workplaces address staff's basic and higher-level needs (Dar & Sakthivel, 2022). Therefore, this study examines the links between SELE, JOSA, and ORCO in Cambodian government organizations, as further focused research is still needed in this area (Hang-Choun et al., 2019; Lim, 2023; Sok et al., 2026; Yi et al., 2026).

The purpose of this study is to examine the relationships between SELE and JOSA in government organizational management. This study examines whether ORCO, which fosters staff empowerment, growth, and well-being, amplifies the beneficial effects of SELE on JOSA. The study intends to show how servant leaders who put their team members' development first could enhance individual capabilities and organizational outcomes, ultimately resulting in healthier workplace environments and greater community benefits, given that it focuses on the government organization. Given its importance of this study, clear, consistent communication—particularly leader listening—and the integration of SELE behaviors across roles and systems are the cornerstones of creating an SELE culture (Canavesi & Minelli, 2021a, 2021b; Jacobs, 2019; Ludwikowska, 2023; Yarbrough et al., 2024). Strong, two-way communication is crucial in SELE contexts, as demonstrated by the fact that turnover decreases when managers genuinely listen to their staff, a fundamental communication habit (Yarbrough et al., 2024). A consistent culture that is seen as a fantastic place to work is also created by incorporating SELE concepts into job descriptions and performance evaluations (Ludwikowska, 2023). In a similar vein, fundamental SELE behaviors that support the integration of this culture across teams and departments include listening and follower-focused communication (Northouse, 2019). Several stakeholder groups could gain from the current study. Studying SELE's workplace connections is crucial because it affects everything from frontline experiences to educational public policy and community well-being.

2. Literature Review

2.1 Understanding Theory of Servant Leadership (SELE)

Servant leaders prioritize the development of others and the common good (Eva et al., 2019; Greenleaf, 1970, 1977; Northouse, 2019). Empowerment, meaningful work, and social exchange activities were found to be important pathways connecting SELE to organizational citizenship behavior by Lu et al. (2024). According to another study, SELE promotes thoughtful, caring workplace cultures that can improve workers' experiences and well-being (Miralles & Pessi, 2024). In order to make a good impact, servant leaders put listening, empathy, ethical behavior, stewardship, and a dedication to staff development into practice (Canavesi & Minelli, 2021a, 2021b; Smith, 2005). These behaviors empower individuals, provide for their fundamental needs, foster trust, and connect routine tasks to a greater good (Agusta & Azmy, 2023; Eva et al., 2019).

According to studies (Ahmad et al., 2023; Liden et al., 2013; Montuori et al., 2022; Saleem et al., 2020; Vrcelj et al., 2022), this approach is associated with increased job satisfaction, stronger commitment, improved well-being, increased cooperation, and improved work performance. When human resource systems support the strategy and the organization

prioritizes service and development, the results are even more pronounced (Ludwikowska, 2023). The brief SELE-7, which reflects validated qualities including empowering, acting morally, and fostering subordinates' development, is frequently used by researchers to assess servant leadership (Liden et al., 2008, 2015). According to studies, adopting servant-leader behaviors is linked to happier, more dedicated workers in fast-paced, high-turnover government organization (Vrcelj et al., 2022). This includes improvements in daily operations and customer service (Canavesi & Minelli, 2021a, 2021b). For an explanation of each of the 10 servant leadership principles (Greenleaf, 1970; Smith, 2005). They are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community.

2.2 Understanding Theory of Job Satisfaction (JOSA)

As organizations address demands at increasing levels, JOSA increases (Maslow, 1943). Safety and security come first, followed by intimate connections, acknowledgment, and chances to develop and carry out worthwhile activity (Dar & Sakthivel, 2022; Jerome, 2013; Maslow, 1943). In actuality, the functioning model shows that equitable compensation and safety serve as the foundation; team support and inclusion foster a sense of belonging; acknowledgment and unambiguous feedback foster self-esteem; and learning and meaningful tasks enable individuals to realize their full potential (Dar & Sakthivel, 2022; Jerome, 2013). According to Maslow's concept, unfulfilled wants drive motivation, but once a level is adequately satisfied, its pull diminishes and focus moves on to the next level. Thus, meeting levels of demand over time is necessary for long-term job satisfaction (Dar & Sakthivel, 2022).

Maslow's hierarchy is still relevant in organizational settings, according to recent research, particularly when paired with complementary motivational frameworks like Herzberg's two-factor theory, which together help explain how intrinsic and extrinsic factors affect employee satisfaction and performance (Ihensekien & Arimie, 2023). Additionally, research indicates that people exhibit better personality traits and more pleasant emotions at work when their needs—such as safety, belonging, respect, and growth—are met, which helps to explain higher levels of engagement and well-being (Montag et al., 2020). Drawing on self-determination theory (Deci & Ryan, 2000), McAnally and Hagger (2024) observed that fostering employee autonomy, increasing their competence, and fortifying their relationships increases need fulfillment, which in turn raises engagement and well-being. The effects and ramifications of Maslow's hierarchy of needs pyramid on human resource management, particularly how workplace dynamics are affected by Maslow's five levels of requirements (Jerome, 2013). Five levels were: Physiological (level 1), Safety (level 2), Love and Belonging (level 3), Esteem (level 4), and self-actualization (level 5).

2.3 Understanding Theory of Organizational Commitment (ORCO)

According to Mowday et al. (1979) and Mowday et al. (1982), ORCO is a measure of how strongly employees identify with and engage with their organization. It manifests itself in three ways: (1) endorsement of organizational goals and values; (2) willingness to work hard on the organization's behalf; and (3) intention to stay with the organization. According to Mowday et al. (1979, 1982), staff who share the organization's goals are more likely to stay on the job and put in extra effort for the team. Furthermore, Cohen (2013) draws the conclusion that ORCO is a crucial antecedent of important job outcomes, such as performance and withdrawal, after integrating decades of research. Higher in-role performance, more extra-role contributions, fewer absenteeism and tardiness, and less turnover are all common outcomes of organizations with more devoted individuals (Cohen, 2013). Additionally, job satisfaction and ORCO are linked to organizational citizenship behavior, highlighting the importance of supportive environments that boost commitment and fulfillment (Hartono & Handayani, 2018). The three main components of ORCO (Cohen, 2013; Mowday et al., 1982) were: (1) Belief in Organizational Goals; (2) Willingness to Exert Effort; and (3) Desire to Maintain Membership.

2.4 Understanding the Relationship Between ORCO and JOSA

Over time, JOSA and ORCO tend to increase or decrease in tandem (Hemsworth et al., 2024; Lee & Kim, 2023; Saha & Saraf, 2018). Both are important indicators of the attitudes and actions of employees (Lee & Kim, 2023). When workers are happy, they frequently form an emotional bond with the company known as affective commitment, which can boost happiness even more, particularly in creative, encouraging work environments (Aubé et al., 2007; Lee & Kim, 2023; Saha & Saraf, 2018). Even when work becomes difficult, a sense of duty or loyalty (normative commitment) keeps workers happy (Herrera & Las Heras-Rosas, 2021; Saha & Saraf, 2018).

Strong commitment and high levels of satisfaction frequently support one another (Hemsworth et al., 2024; Lee & Kim, 2023; Mudannayake et al., 2024). According to a number of scholars (Hemsworth et al., 2024; Lee & Kim, 2023; Mudannayake et al., 2024), contented workers typically grow more devoted, and dedicated workers frequently sense more purpose and fulfillment in their jobs. The physical aspect of the employee experience increased job satisfaction (p

<.05) and enhanced psychological well-being ($p < .001$) in a study of corporate employees, according to Lee and Kim (2023). Employee loyalty to the company is further strengthened by contentment with leadership, incentives, the workplace, career advancement, and job duties (Boone, 2019; Canavesi & Minelli, 2021a, 2021b; Ferdiana et al., 2023; Jo & Shin, 2025; Lee & Kim, 2023). The next section explores how servant leadership fosters the environment that increase workers' JOSA, building on these mutually reinforcing connections between commitment and satisfaction.

2.5 Understanding the Relationship Between SELE and JOSA

By putting staff's needs, progress, and well-being first (Chiniara & Bentein, 2016), particularly by fostering an environment where people feel valued, trusted, and involved (Dami et al., 2022), servant leaders increase job satisfaction. According to Agusta and Azmy (2023), Chiniara and Bentein (2016), and Rashid and Ilkhanizadeh (2022), leaders provide followers with a certain amount of autonomy in their job, encourage learning and growth, and listen with empathy, all of which increase motivation and satisfy fundamental psychological needs. According to Achen et al. (2019) and Dami et al. (2022), employees feel more emotionally connected to their jobs and the organization when servant leaders are clear and open about their decisions. Teams led in this manner report feeling more satisfied with their work, safe to express their opinions, and supported (Eva et al., 2019; Miralles et al., 2024). High levels of satisfaction are maintained by acknowledging accomplishments, fostering a sense of community, and providing chances for growth and learning (Agusta & Azmy, 2023; Ogunbukola, 2024). Research indicates that by matching leadership behaviors to employees' perceptions of their jobs and the workplace, strong ORCO amplifies the beneficial effects of servant leadership on satisfaction (Canavesi & Minelli, 2021a, 2021b; Tsai, 2011). Despite these advancements, researchers still find gaps that need to be filled (Granello, 2024; Kumar, 2024; Ramachandran et al., 2023).

3. Research Method and Materials

3.1 Research Design

A quantitative, cross-sectional survey design is employed in the study. It is correlational in nature since participants will fill out a single online survey evaluating the relationships between organizational commitment (ORCO), job satisfaction (JOSA), and servant leadership (SELE) in the government department management. Responses from government management and non-management staff are included in the study. The responses from these participants are averaged within each group, and group results are compared to see how they differ or align overall. The study uses the abbreviated Organizational Commitment Questionnaire (OCQ) for ORCO, the Abridged Job Descriptive Index (AJDI) for JOSA, and the SELE-7 for government management servant leadership. The study uses fundamental statistical tests, such as Pearson's correlation, to examine relationships. In order to ascertain if ORCO influences the strength of the SELE–JOSA link, it then staff more thorough models (such as hierarchical multiple regression) to look at how various factors interact. Group averages are provided in compliance with ethical guidelines, and participation is anonymous and voluntary.

3.2 Research Samples

The samples were made up of 224 government staff in Cambodia who are now employed in managerial (101 staff) and non-managerial (123 staff) positions. An anonymous survey measuring views on servant leadership, organizational commitment, and job satisfaction was completed by members of the personal network after recruitment was done through an online research platform. It was entirely voluntary to participate.

Using listwise deletion techniques in Jamovi, the researcher eliminated 40 cases with significant missing data after screening replies for eligibility and completeness. Additionally, this study used boxplots and standardized z-scores to screen the data for univariate outliers. A visual examination of the boxplots showed a few minor outliers (e.g., in servant leadership self-rating). Nevertheless, no standardized score was higher than ± 3.29 , and the values in issue were kept for study because they fell within the scale's permitted range (Jamovi, 2025). After visually examining Q-Q plots and histograms, the researcher concluded that the variables' distributions were roughly normal. After that, this study looked at scatterplots to find indications of homoscedasticity and linear correlations between the variables. 184 individuals made up the final analytic sample following screening. An a priori power analysis conducted using G*Power 3.1 (Faul et al., 2007) for a multiple regression model with three predictors, assuming a medium effect size ($f^2 = .15$), $\alpha = .05$, and statistical power of .80, indicated a minimum required sample size of 77 participants. The final analytic sample of 184 participants exceeded this threshold, indicating adequate statistical power.

3.3 Research Instruments and Data Collection Procedures

The research instruments used in this study include:

- a. Servant Leadership (SELE-7), which was developed by Liden et al. (2015) in order to measure leader behaviours.
- b. Job Satisfaction (JOSA) was adapted from Smith et al. (1969), which gauges job satisfaction across key aspects.
- c. Organizational Commitment (ORCO) was developed by Mowday et al. (1979) that gauges staff's psychological attachment to their organization.

Before calculating total and mean scores, each variable was labelled and given its measurement level (such as interval scale) in Jamovi. Items with negative wording was reverse-coded. Given its importance, the reliability of instruments was tested as follows:

(1) *SELE-7-SR Reliability*: Using Cronbach's alpha (Cronbach, 1951), the study evaluated the internal consistency reliability of the SELE-7-SR. The scale's internal consistency reliability was found to be adequate (alpha = 0.75). The value surpasses the widely recognized cut-off point for acceptable reliability in social science research, which is alpha > 0.70 (Cronbach, 1951).

(2) *SELE-7-R Reliability*: Cronbach's alpha was used in the study to evaluate the internal consistency reliability of the SELE-7-R (Cronbach, 1951). The scale had good internal consistency, according to the analysis (alpha = 0.89). The coefficient approaches the level generally regarded as outstanding and surpasses the well-recognized standard of alpha > 0.70 for acceptable reliability in social sciences research (Cronbach, 1951).

(3) *ORCO Reliability*: Researchers evaluated the ORCO's internal consistency dependability using Cronbach's alpha (Cronbach, 1951). The scale had good internal consistency, according to the analysis (alpha = 0.89). The coefficient approaches the standard for outstanding reliability and surpasses the widely recognized threshold of alpha > 0.70 for acceptable reliability in social sciences research (Cronbach, 1951).

(4) *AJDI Reliability*: The recommended alpha of > 0.70 for adequate internal consistency in social science research was met or surpassed by all five AJDI subdimensions (Cronbach, 1951). While the Co-workers and Work subdimensions showed adequate reliability (alpha = 0.77 and alpha = 0.74, respectively), the Pay, Promotion, and Supervision subdimensions showed very excellent dependability (alpha = 0.87).

Prolific (2025) is an online platform used in the current study to get participant comments. The platform maintains the privacy of its website visitors, service users, and other individuals when it comes to digital data (Prolific, 2025). The organization makes sure to provide thorough privacy disclosures that adhere to the strict guidelines as part of this commitment. According to Microsoft (n.d.), all data work must take place in a locked-down environment, either on an encrypted computer or inside a secure virtual machine. The electronic equipment that the primary investigator uses to finish the study has these safety features. Furthermore, according to SurveyMonkey (2025), respondents' stored data is safe in its System and Organization Controls (SOC)-approved data centers that follow technical and security best practices. SurveyMonkey makes sure that user logins are safeguarded by Transport Layer Security (TLS), and that gathered data is sent over a secure Hypertext Transfer Protocol Secure (HTTPS) connection. The data is encrypted using industry-standard techniques and key lengths (like a password) while it is not in use.

3.4 Data Analysis Procedures

The methodical use of statistical and computational methods to derive significant insights from unprocessed data is known as data analysis (Dibekulu, 2020). The quantitative data collected from government officials will be arranged, prepared, managed, and analysed using Jamovi Statistics (version 2.6) (The Jamovi Project, 2025). Jamovi is a free, user-friendly statistical program that enables users to perform sophisticated analyses without the need for programming knowledge. Built by a user community, the Jamovi platform is an open-source (i.e., offline) statistical software tool that supports multiple statistical methodologies without favouring any one approach (The Jamovi Project, 2025).

The tested hypotheses include using Pearson's correlation to ascertain whether there is a significant relationship between servant leadership (SELE-7) ratings and staff job satisfaction (JOSA) using Jamovi to carry out a range of statistical tests and data management tasks to describe the results of a correlational study. According to Pallant (2020), the procedure enables researchers to examine and measure correlations between variables.

3.5 Ethical Considerations

The current study adheres to the Ethical Principles of Psychologists and Code of Conduct (2017) of the American Psychological Association (APA) prior to data collection. In addition, the goal of the current study, participation requirements, time commitment, potential risks and benefits, incentives, confidentiality, and the participant's ability to withdraw at any time are all explained in a well-written informed consent form. By gathering only the information that is required, keeping identifiers apart, encrypting files, restricting access, and de-identifying data for analysis and

reporting, the study's principal investigator will safeguard privacy. In addition to maintaining accurate records with a plan for data retention and deletion, the lead researcher will fairly recruit, disclose any conflicts of interest, set clear inclusion criteria, and publish results honestly, acknowledging any limits.

4. Results and Discussion

This section proceeds with the detailed results and discussion.

4.1 Results of Servant Leadership Behaviours and Non-Management Job Satisfaction

In order to investigate the relationship between job satisfaction (JOSA) and servant leadership (SELE) among non-management government officials, the researcher used Pearson correlation analysis. Based on Table 1, JOSA and SELE were significantly positively correlated, $r(182) = 0.65$, $p < 0.001$, 95% CI [0.53, 0.75]. This finding indicates that non-management government officials who perceived higher levels of servant leadership also reported higher job satisfaction. The positive relationship between servant leadership and non-management government officials' job satisfaction is shown in Figure 1; therefore, the null hypothesis was rejected.

Table 1. Correlation Between SELE and JOSA among Non-Management Government Officials

		SELE Rating	Overall JOSA
SELE Rating	Pearson's r	-	-
	N	-	-
	p -value	-	-
	95% CI Upper	-	-
	95% CI Lower	-	-
Overall JOSA	Pearson's r	0.65	-
	N	184	-
	p -value	<0.001	-
	95% CI Upper	0.75	-
	95% CI Lower	0.53	-

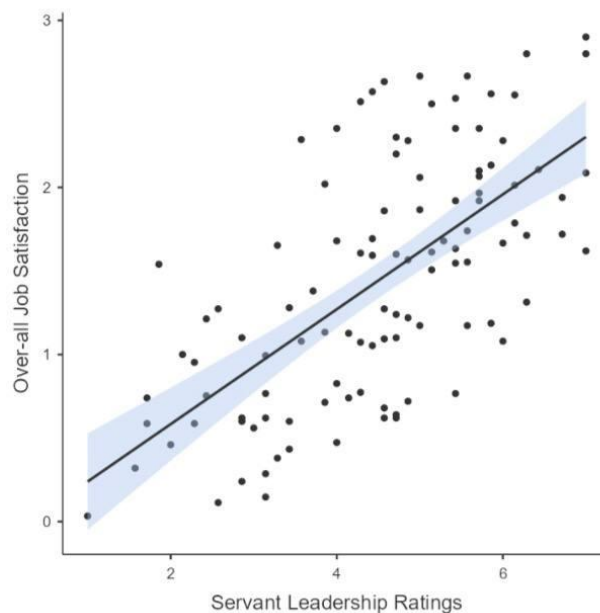


Figure 1. Scatterplot of the Relationship Between SELE and JOSA among Non-Management Government Officials

The results of the study showed that job satisfaction and servant leadership were positively correlated among non-management government officials. Higher job satisfaction was indicated by government officials who perceived stronger servant leadership practices in their organization. According to earlier leadership studies, leaders who show

concern for their followers can encourage stronger loyalty, positive work attitudes, and identification with the organization (Eva et al., 2019; Mowday et al., 1979). The results align with studies showing that staff attachment and organizational commitment are favourably correlated with servant leadership in various organizational situations (Bai et al., 2023; Bellamy, 2021). According to servant leadership philosophy, leaders who put their followers’ welfare first foster interpersonal commitment and trust inside their companies (Greenleaf, 1977). This view is supported by empirical evidence. For instance, servant leadership fosters follower commitment by establishing ethical and encouraging work environments (Liden et al., 2014). According to related research, servant leadership enhances emotional commitment by fostering supportive work environments and positive relationships between leaders and staff (Uktutias et al., 2022). The current study’s findings are extended to government organization settings, indicating that servant leadership practices enhance staff’s sense of belonging to their organization.

Additionally, the findings corroborate empirical research on servant leadership (Liden et al., 2014). For instance, Liden et al. (2008) found that servant leadership characteristics like emotional healing, supporting the development and success of subordinates, and prioritizing followers are significant determinants of employee attitudes and performance results. Similarly, servant leadership is a leadership strategy that centers leadership practice around the development and well-being of followers, according to Eva et al. (2019). According to related studies, servant leadership fosters favourable employee attitudes through relationships between leaders and employees and supportive communication (Canavesi & Minelli, 2021a, 2021b). These theoretical and empirical viewpoints are reflected in the study’s finding of a positive correlation between servant leadership and job satisfaction.

4.2 Results of Servant Leadership Behaviours and Non-Management Organizational Commitment

To investigate the relationship between servant leadership (SELE) characteristics in government department management and organizational commitment (ORCO) among non-management staff, this study used a Pearson correlation. ORCO and SELE were shown to be significantly positively correlated ($r(182) = 0.62, p < 0.001$). The null hypothesis was rejected as a result of this study. A scatterplot of government department management, SELE, and non-management ORCO may be found in Figure 2. Table 2 shows a correlation matrix between department management, SELE and ORCO.

Table 2. Results of Relationship Between Department Management, SELE and Non-Management ORCO

		SELE Rating	Overall ORCO
SELE Rating	Pearson’s <i>r</i>	-	-
	N	-	-
	<i>p</i> -value	-	-
Overall ORCO	Pearson’s <i>r</i>	0.62	-
	N	184	-
	<i>p</i> -value	<0.001	-

The results of the study also demonstrated a favourable correlation between staff organizational commitment and servant leadership. Stronger organizational attachment was observed by workers who thought there were more instances of servant leadership. According to earlier leadership studies (Eva et al., 2019; Mowday et al., 1979), leaders who show concern for their followers increase employee loyalty and identification with the organization. The results align with studies showing a beneficial relationship between servant leadership and employee attachment and organizational commitment in various organizational situations (Bai et al., 2023; Bellamy, 2021). According to servant leadership theory, leaders who put their followers’ welfare first foster interpersonal commitment and trust in their organizations (Greenleaf, 1977). Empirical studies back up this viewpoint. For instance, Liden et al. (2014) discovered that by fostering moral and encouraging work cultures, servant leadership encourages follower commitment. According to related research, servant leadership enhances emotional commitment by fostering supportive work environments and good relationships between leaders and staff (Uktutias et al., 2022). The current study’s findings apply to government organization settings, indicating that servant leadership practices enhance staff’s sense of belonging to their organization.

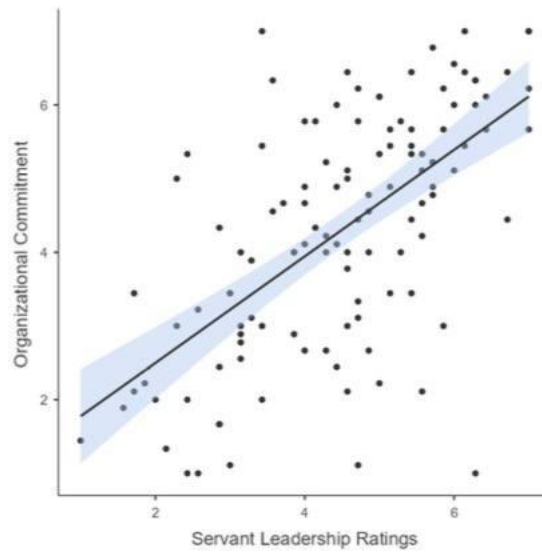


Figure 2. Results of Scatterplot of Department Management, SELE and Non-Management ORCO

4.3 Results of Management Servant Leadership Behaviours and Department Management Job Satisfaction

To investigate the relationship between department management job satisfaction (JOSA), servant leadership (SELE), and staff management, the researcher used a Pearson correlation. The null hypothesis was rejected as a consequence of this study. Table 3 demonstrates a strong, favourable correlation between JOSA and SELE ($r(182) = 0.66, p < 0.001$). A scatterplot illustrating the relationship between department management JOSA, SELE, and staff management can be found in Figure 3.

Table 3. Results of Relationship between Staff Management, SELE and Department Management JOSA

		SELE Rating	Overall JOSA
SELE Rating	Pearson’s <i>r</i>	-	
	N	-	
	<i>p</i> -value	-	
Department Management JOSA	Pearson’s <i>r</i>	0.66	-
	N	184	-
	<i>p</i> -value	<0.001	-

The study’s findings showed a significant positive correlation between job satisfaction among management-level government officials and perceived servant leadership behaviours. Greater job satisfaction was reported by management-level officials who perceived servant leadership characteristics to be more prevalent in their organization. According to the research, supervisors and front-line staff members in government organizations are influenced by servant leadership.

The outcome is consistent with a fundamental tenet of servant leadership philosophy, which highlights the leader’s obligation to promote the development, growth, and well-being of followers (Greenleaf, 1970). According to Greenleaf (1977), servant leadership is a concept based on serving others, in which leaders put their followers’ needs first. The positive link found in this study implies that department managers, assistant management, and department clerks have more positive work attitudes when management and department management exhibit ethical behaviour, pay attention to staff needs, and support for development. The results align with studies that show servant leadership improves team performance and affects results outside of direct supervisory interactions (Bilal et al., 2021; Kauppila et al., 2021). By showing that servant leadership has an impact at several organizational levels, these results go beyond earlier studies on the subject (Canavesi & Minelli, 2021a, 2021b; Eva et al., 2019; Northouse, 2019). The larger influence of leadership techniques in government organization contexts is highlighted by the fact that servant leadership activities seem to contribute to job satisfaction both department management and non-management personnel.

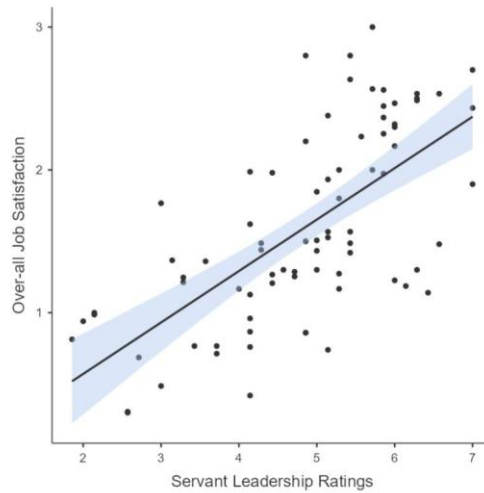


Figure 3. Results of Scatterplot of Relationship between Staff Management, SELE and Department Management JOSA

4.4 Results of Differences Between Management Self-Report and Follower Servant Leadership Ratings

To investigate discrepancies between management’s self-reported servant leadership and non-management assessments of management’s servant leadership, this study used an independent-samples t-test. Welch’s t-test is also shown in the table because Levene’s test revealed unequal variances. A statistically significant difference between the groups was found in the results ($t(193.36) = 8.06, p < 0.001, d = 1.09$). Compared to non-management personnel ($M = 4.50, S.D. = 1.45$), managers reported far greater levels of servant leadership ($M = 5.79, S.D. = 0.77$). 1.19 (95% CI: [0.90, 1.49]) was the mean difference. The null hypothesis was rejected as a result of the study question. Compared to non-management staff, management reported higher levels of servant leadership (see Table 4 and Figure 4).

Table 4. Comparing Differences Between Management Self-Report and Follower Servant Leadership Ratings

	Statistic	N	p	Mean Differ	SE Differ	95% Confidence Interval		Effect Size		
						Lower	Upper			
SELE	Student’s <i>t</i>	7.30 ^a	182.00	<.001	1.19	0.16	0.87	1.52	Cohen’s <i>d</i>	1.04
Compared Rating	Welch’s <i>t</i>	8.06	193.36	<.001	1.19	0.15	0.90	1.49	Cohen’s <i>d</i>	1.09

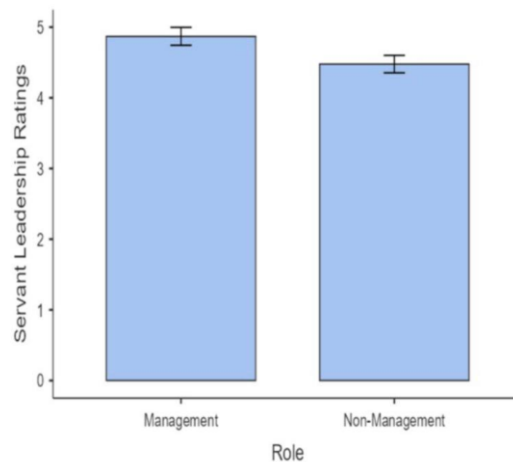


Figure 4. Results of Boxplot OF Mean Differences in Servant Leadership Ratings Between Management and Non-Management Staff

Leaders evaluated their own servant leadership actions more favorably than staff evaluated management’s servant leadership, according to the analysis comparing management self-ratings with non-management ratings. The discrepancy implies that employees and managers frequently have distinct perspectives on leadership behaviors (Amundsen & Martinsen, 2014; Giolito et al., 2020; Lee & Carpenter, 2018). These results are also in line with previous studies on leadership that showed variations in follower and leader ratings (Atwater & Yammarino, 1992; Park et al., 2024). Differences in how followers and leaders view leadership activities are commonly reported in leadership studies (Bracken et al., 2016). While staff assess leadership behavior based on their everyday work experiences, leaders frequently evaluate their actions based on their goals (Bracken et al., 2016; Mowday et al., 1979). The variation demonstrates the need of utilizing input from several sources when assessing leadership behaviors (Bracken et al., 2016). In order to help leaders better understand how their actions impact the people they lead, servant leadership places a strong emphasis on paying attention to follower needs, including employee perspectives (Amundsen & Martinsen, 2014; Eva et al., 2019; Greenleaf, 1977; Liden et al., 2008).

4.5 Results of Moderation Analysis

To determine if organizational commitment influenced the association between servant leadership and job satisfaction, the researcher used a multiple regression analysis. After evaluating multicollinearity, this study verified that all tolerance levels surpassed and variance inflation factor (VIF) values were less than 2.20, which Pallant (2020) describes as showing no issues with multicollinearity. Job satisfaction was strongly predicted by the model ($R^2 = 0.62$, $F(3,181) = 97.47$, $p < 0.001$). Job satisfaction was significantly and favorably predicted by organizational commitment ($b = 0.23$, $p < 0.001$) and servant leadership ($b = 0.18$, $p < 0.001$). However, work satisfaction was not substantially predicted by the interaction between organizational commitment and servant leadership ($b = 0.01$, $p = 0.608$). The null hypothesis was not rejected as a result of the study. Based on Table 5, servant leadership and organizational commitment significantly predicted job satisfaction, whereas the interaction between servant leadership and organizational commitment did not significantly predict job satisfaction.

Table 5. Results of Predicting Job Satisfaction (N=184)

Predictor	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
1. Intercept	1.44	0.04	37.64	< 0.001
2. SELE (Mean-Centered)	0.18	0.03	5.66	< 0.001
3. ORCO (Mean-Centered)	0.23	0.03	8.93	< 0.001
4. Interaction: SELE x ORCO	0.01	0.01	0.51	0.608

According to the moderation study, job satisfaction was predicted by both organizational commitment and servant leadership; however, the connection between servant leadership and job satisfaction was not moderated by organizational commitment. Put differently, regardless of a staff’s level of organizational engagement, the favorable correlation between servant leadership and job satisfaction persisted. The results are consistent with earlier studies showing that, even in the absence of interacting effects, servant leadership and organizational commitment both independently contribute to job satisfaction (Dami et al., 2022; Uktutias et al., 2022). Regardless of a staff’s degree of attachment to the organization, the research indicates that servant leadership characteristics may have a wide-ranging impact on job satisfaction. The universal leadership traits of ethical behavior, service orientation, and concern for the welfare of followers are highlighted by servant leadership theory (Eva et al., 2019; Greenleaf, 1977; Northouse, 2019). Regardless of staff’s current levels of organizational commitment, these activities may contribute to pleasant staff experiences. Additionally, a related study has demonstrated that organizational commitment is not a mediator but rather a major predictor of staff outcomes, supporting its autonomous function in workplace attitudes (Al-Balushi et al., 2022).

One plausible explanation for the absence of a moderating effect lies in the distinctive structural characteristics of Cambodian public administration. Cambodia’s bureaucratic system is characterized by strong hierarchical authority and centralized decision-making (Royal Government of Cambodia, 2018). In such environments, servant leadership behaviors, such as empowering followers, ethical conduct, and prioritizing staff well-being, may produce a uniformly positive influence on job satisfaction regardless of individual commitment levels. The top-down nature of authority structures may create an organizational culture that standardizes employee responses to leadership, thereby attenuating any interactive effect that commitment might otherwise produce.

Cultural factors may further account for this finding. Cambodia’s organizational culture is rooted in Confucian values emphasizing deference to authority, collective harmony, and respect for hierarchical relationships (Hang-Chuon et al., 2019). These deeply ingrained cultural norms may predispose government officials to respond favorably to servant leadership, a style that inherently honors relationships and follower well-being, independently of their personal

attachment to the organization. As a result, organizational commitment may function as an independent predictor of job satisfaction rather than as a contingent variable that amplifies or diminishes leadership effects (Al-Balushi et al., 2022).

Furthermore, it is important to consider the nature of organizational commitment among Cambodian civil servants. In the public sector, commitment is often shaped by structural factors such as job security, pension benefits, and limited labor market alternatives rather than by affective identification with organizational goals (Cohen, 2013; Herrera & Las Heras-Rosas, 2021). This suggests that commitment among government officials may predominantly reflect continuance commitment, staying because of necessity, rather than affective or normative commitment. Such a form of commitment is less likely to interact with leadership perceptions in shaping satisfaction outcomes, which may explain why ORCO did not moderate the SELE–JOSA relationship in the current study. These findings suggest that the positive effects of servant leadership on job satisfaction are robust and consistent across varying levels of organizational commitment among Cambodian government officials, reinforcing the importance of institutionalizing servant leadership practices across all levels of government regardless of staff commitment profiles.

5. Conclusion and Further Research

The findings showed that employee job satisfaction and organizational commitment were positively correlated with servant leadership perceptions. Furthermore, the study found a significant positive correlation between job satisfaction among management-level government officials and perceived servant leadership behaviors, suggesting that servant leadership is linked to staff attitudes at several organizational levels. Management rated their own servant leadership higher than staff did, according to a comparison of management self-ratings and non-management ratings. Lastly, the moderation study revealed that while organizational commitment did not change the connection between servant leadership and work satisfaction, both organizational commitment and servant leadership predicted job satisfaction.

The current study provides more information about the relationship between official job satisfaction and organizational commitment in government organizations and servant leadership. Positive attitudes and job experiences seem to be fostered by leaders who exhibit integrity, responsiveness to staff needs, and dedication to staff development. The results demonstrate the usefulness of servant leadership in service-oriented settings like government organizations, where organizational outcomes and employee experiences are influenced by leadership actions. The findings also show that job satisfaction is favorably correlated with servant leadership at all organizational levels, including non-management staff and department management. The trend indicates that official attitudes throughout the entire organization are consistently and significantly impacted by servant leadership actions. While organizational commitment does not change the strength of the association between servant leadership and job satisfaction, both servant leadership and organizational commitment independently predict job satisfaction. The results show that regardless of government officials' organizational attachment levels, the benefits of servant leadership are consistent.

According to the study, leaders' evaluations of their own leadership practices differed significantly from those of officials in terms of servant leadership. The perception gap emphasizes the value of reflection and feedback in leadership development and indicates that government can gain from including official viewpoints in leadership assessment and training. The study adds to the very small body of research on servant leadership in governmental settings and expands on what is already known by showing how applicable it is to a variety of staff roles. By promoting servant leadership through leadership initiatives, training programs, and official service-oriented behaviors, organizations can enhance leadership development. Workplaces that foster professional development, well-being, and courteous interactions among coworkers may improve job satisfaction and fortify organizational commitment. Therefore, leadership strategies that emphasize staff empowerment and development may help create more positive workplace cultures and support long-term public sector performance that benefits the community. In order to promote sustainable, people-centered organizations, policymakers and educational institutions are urged to develop initiatives that institutionalize these practices.

This study could be expanded upon in the future by using longitudinal research designs to investigate servant leadership in government organizations. Longer-term studies could aid researchers in comprehending how official attitudes and behaviors are influenced by leadership styles. Future studies should examine whether leadership development based on the self-transcendence model of servant leadership covered by Wong et al. (2022) fosters internal leader development (such as moral purpose and humility), which in turn improves leaders' ability to lead others and themselves. To bridge perception gaps, government organizations and future research should implement multi-source feedback systems. Furthermore, it is advised that future longitudinal research be conducted to better understand the long-term impacts of servant leadership on government staff outcomes.

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